Ph.D. Synopsis

On

Influence of Employee's Overqualification on Job Satisfaction and Turnover Intention: A Study of Service Sector in India

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1. TITLE OF RESEARCH

Influence of employee's overqualification on job satisfaction and turnover intention: A Study of Service Sector in India.

2. INTRODUCTION

Human resources are known as the key factor in every organization's effectiveness and performance. It is well known that effective and optimum utilization of human resources results in the achievement of organizational objectives. In the past few decades, managing workforce has become more challenging for employers because most of the employees are overqualified for their job (Erdogan *et al*., 2011a; Alfes *et al*., 2016). Uncertain behavior of the global economy has led to limit the employment opportunities which results in lower quality of employment (Woo, 2020). A large number of employees find themselves in the job that they need, but their skills and abilities are being under-utilized in their current job. It's not limited to few countries but it is a worldwide and most emerging problem due to economic downturn, high unemployment rate, fewer job opportunities, increasing level of education, thus the number of employees are increasing continuously who found themselves overqualified for that particular job (Quintini, 2011).

Overqualification was first introduced by Freeman in 1976 by a publication of the seminal book titled 'Overeducated American'. Overqualification is the narrower type of underemployment in which an employee's experience, knowledge, skills, and abilities exceed the minimal requirement of a particular job. Bahl *et al*., (2020), conducted a study which examines the impact of Education-occupation (mis-)match in explaining inequality in returns within education group in India, using data from latest employment and unemployment survey, 2011-2012, collected by the National Sample Survey Office (NSSO). According to this study, 35 million workers are over-educated for their current job. Similarly, Rose, (2017) also found that in the US, 43 percent of college graduates were employed in a job that did not require their degree. According to the Statistics from Organization for Economic Corporation and

Development (OCED), 2019, 29 percent employee is over-educated for their present job and 36 percent employed in the job which substantially different from their formal education. According to the US Bureau of Labor Statistics, in January 2012, more than 10 million American labor force was estimated underemployed for their job (Thompson *et al*., 2012). According to another article, 20-25 percent of, US workforce found themselves overqualified for their current job (Feldman and Turnley., 1995). Not only in America, but the number of overqualified employees are also high in other countries such as European Union (30 percent), Australia (45 percent) (Luksyte *et al.,* 2015), Europe (Buchel *et al*., 2004), Canada (Sadava *et al.*, 2000), and developing countries such as Peru, Turkey, Cyprus, and Romania (OECD, 2019) and these numbers are expected to grow more than before (Vaisey, 2006).

An inadequate employment situation where employees have more qualifications, education, skills, and abilities than required for a particular job is defined as overqualification (Maynard *et al*., 2006; Erdogan *et al*., 2011). There is a high unemployment rate in India. Job seekers qualification is much higher than required for a particular job, nonetheless, they are ready to do that job, because they believe overqualification is much better than unemployment. In the modern global economy, overqualification may act as a barrier to employment not only from the employees' side but hiring managers have also perceived it negatively (Erdogan *et al*., 2011). Especially organizational researchers found that overqualification can harm employee's performance as well as on organizations that employ them, mainly when the overqualification is perceived in nature (Arvan *et al.*, 2019). Harari *et al*., (2017) proposed that perceived overqualification is related to higher turnover intention and poorer job attitudes Both job satisfaction and turnover intention are of great importance to organizations. Similarly, Debus *et al,* 2019 also explain that "*employees who intend to leave the organization are less motivated to give their best at work, such that job performance may suffer too*"(p-3). Turnover intention lead to the actual turnover behavior, companies would be tasked with starting a recruitment process, which proves costly and time-consuming. Hence, the organizations should be particularly motivated to avoid both job dissatisfaction and turnover intentions. Objective overqualification plays an important role in predicting an employee's perception of being overqualified, which leads to the feeling of relative deprivation and ultimately results in poorer job satisfaction and increased turnover intention. Overqualification is associated with negative consequences for both employees and organizations by reducing well-being and positive job attitude and increasing turnover and turnover intention among employees (Feldman 1996; Liu *et al*., 2012). Previous research identified that overqualification has been positively related to turnover intention (Maynard *et al*., 2006) and negatively related to job satisfaction (Johnson *et al*., 2002; Eedogan and Bauer., 2009).

Researches have demonstrated that overqualified employees feel that their needs are unmet (Luksyte *et al*., 2011), and their experience, knowledge, skills, and abilities are not fully utilized at work. The current study also follows the recent directions in the field of overqualification and identifies strategies to engage employees in their work (Erdogan *et al*., 2011). Dumani *et al*., 2015, argue that *"overqualification as a condition of unmet needs, and posits that as long as crafting activities address unmet needs, overqualification may not be associated with negative outcomes"*(p-3). Job Crafting is a proactive type of behavior where employees redesign their job, customize their work according to their needs, and change the task and relational boundaries of their job (Wrzesniewski and Dutton, 2001). In other words, an initiative of an employee to redesign his job takes place without the official approval of the Human Resource Department. Thus, when employees can craft their job and be able to decide how to carry out their job may reduce the feeling that their abilities and skills are underutilized. Although job crafting can prove effective in maximizing job satisfaction and minimizing the turnover intention of perceived overqualification. In this respect, the present study introduces the job crafting activities for enhancing the engagement of employees in their jobs. The proposed study underscores the importance of job crafting in enhancing the positive relationship between overqualification (objective and subjective overqualification) and outcome (job satisfaction and turnover intention). The current study may shed light as to how overqualified employees enhance meaning at work by engaging employees in job crafting. Overqualified employees have more capabilities than compared to qualified employees, thus appropriate utilization of their skills potential can have a positive influence on the organization. A healthy relationship between overqualification and job crafting may result in performance improvements in individuals and organizations (Woo, 2020). At the same time, the enabling and activating role of job crafting may allow overqualified employees to apply their surplus knowledge, skill, and abilities to actively manage their work outside their prescribed role boundaries.

3. LITERATURE REVIEW

Overqualification

Overqualification is a narrow type of underemployment. Underemployment and overqualification are multidisciplinary in nature and research in a diverse range of fields, including economics, management, sociology, and industry-organizational psychology. According to the seminal article of Feldman (1996) underemployment have five dimensions: 1) Overeducation (Employee possess more formal education than required for that particular job), 2) Job field underemployment (Involuntary employed in a field outside the formal education of employee), 3) Skill/ Experience underutilization (employees have more

skill and experience than required for their present job), 4) Hours underemployment (part-time or temporarily employed due to involuntary reasons), and 5) Pay underemployment (being underpaid when compared to one's previous job or others with similar education and skills). Overqualification includes only two dimensions of underemployment that are overeducation and skill/experience underutilization. Overqualification specifically focuses on employee's characteristics and attitudes, on the other hand, underemployment includes broader economic indicators (Arvan, 2019). Overqualification is measured in two different perspectives which are objective overqualification and subjective overqualification (Maltarich *et al*., 2011). Subjective overqualification is known as perceived overqualification. Objective and perceived overqualification are overlapping but two diverse constructs (Maltrich *et al*., 2011).

Objective overqualification and Perceived overqualification

According to Liu and Wang (2015), "*Objective overqualification compares levels of ability and preparation to the demands of the job, while subjective overqualification or perceived overqualification deals with employee's feeling of being overqualified for their current job*". So, Objective overqualification identify the comparison of the objective employee's qualification (i.e., education, experience, knowledge, skills, and abilities) and actual job demands and requirements. For example, measurement of objective overqualification would involve comparing the education level required for the job to employees' obtained level of education. According to Verhaest and Omey (2006) objective overqualification is measured in four ways- 1) Direct self-report method (simply ask employees whether or not they have more education than required by their jobs, and it is the most subjective way to measure objective construct), 2) Indirect self-assessment method (asks employees the required education level for their job, and then compares their responses to their actual level of education), 3) Job analysis method (this method bases the required educational level for a given job on job analysis data, e.g., from the Occupational Information Network), and 4) Realized match method (determine the required educational level for a given job using the distribution of educational levels for workers in that occupation). Also, Arvan *et al*., 2019 said that *"the objective overeducation construct can be measured in a number of ways that vary in the extent to which they rely on more subjective versus more objective data"* (p-3). Objective overqualification plays an important role in predicting employee's perceptions of being overqualified. Objective measured is used to investigate the job characteristics, employees' qualifications, and job requirements in objective overqualification (Johnson, 2002).

Perception of employees that they are overqualified for their job and their skills are underutilized, is known as perceived overqualification (Erdogan *et al*., 2011). Perceived overqualification is also defined as the awareness of employees about their skill mismatch between required for a job and what they have (Maynard *et al*., 2006). Perceived overqualification partially reflect the objective overqualification and most of past researcher adopted the similar way. According to Arvan *et al*., 2019, "*P-E fit theory argues that the objective environment and the objective person have at least some influence on individuals' perceptions, which in turn shape their perception of discrepancy and fit between themselves and their environments*". P-E fit theory argues that a mismatch between employees and their environment causes a variety of psychological, physical, and/or behavioral strain, such as higher turnover intention, job dissatisfaction, emotional exhaustion, voluntary turnover, and poorer job performance (Arvan *et al*., 2019). Researches identify that these consequences are directly resultant of perceived overqualification rather than objective misfit. Objective misfit has a weaker direct relationship with outcomes (job satisfaction, turnover intention) since it is predicted through employee perception. According to P-E theory, objective overqualification is a different type of misfit and the relationship between objective overqualification and outcome (job satisfaction and turnover intention) should be mediated by perceived overqualification (Feldman *et al*., 2011; Luksyte *et al*., 2011). Job attitude and employee behavior are negatively associated with perceived overqualification (Woo, 2020). According to person -job misfit theory, overqualification is a type of person job misfit that causes the negative job attitude, individual and organizational performance (Liu *et al*., 2015).

Job Satisfaction

Johnson *et al*., (2002) argue that "*Job satisfaction is conceived as the response of an individual to the conditions of work as these perceptions are shaped by different interpretations of objective differences in work conditions"*. Perceived overqualified employees has the feeling of unfulfilled work expectation cause work-related deprivation that leads to a feeling of job dissatisfaction (Johnson and Johnson., 2000). When employees perceive that they are overqualified for their job, report lower levels of job satisfaction (Maynard *et al*., 2006). P-E theory argues that employees form the perception about their job supplies, extrinsic resources, intrinsic resources rewards etc. and compared these to the desired values, as by their underlying psychological needs. When the actual amount of resources falls short of the desired amount then dissatisfaction occurs. Similarly, Dumani 2015 found a negative relationship between perceived overqualification and basic need satisfaction at work. Overqualified employees perceive that their present job situations are inadequate in comparison to their abilities, that perception leads the employee's job dissatisfaction.

When employees job requirements are far below from actual experience, knowledge, skills, and abilities of an employee then they feel a sense of deprivation that leading to low job satisfaction (Khan *et al*., 2019). Job satisfaction poorer in perceived overqualified employees due to the misfit between one's actual outcomes and expected outcomes. In addition, Johnson and Johnson, (2000) also found that perceived overqualification negatively related to facets of job satisfaction. Feldman and Turnley (1995), examine the subjective measures of underemployment with 283 recent business college graduates and found a negative relationship between subjective underemployment and job satisfaction. Another research by Johnson and Johnson, (2000), which involved 288 American postal worker union members, found that perceived overqualification is negatively related to individuals' job satisfaction.

Turnover Intention

Turnover intention refers to the attitude or behavior of employees toward leaving the current position (Li *et al.*, 2020). According to Dess *et al*., 2001, "*When an employee started thinking to switch or quit his/her current employment status, this process of having the intention to leave is refers as the turnover intention" (PP.451).* "*When an individual perceives that he or she does not provide desirable and unique resources or abilities to an organization, the adaptive response is to find another niche to occupy by searching for another job"* (Eddleston, 2009, p.90). The effect of perceived overqualification on turnover intention and voluntary turnover behavior is varying employees to employees (Maltarich *et al*., 2010) because their feeling and perception differently affect their mental health.

Past research has demonstrated that employees who perceive themselves as overqualified for their current job are more likely to report voluntary leave their organization and their intention to remain at their jobs are low (Maynard *et al*., 2006). Erdogan *et al*., 2018 propound that perceived overqualification is negatively associated with the turnover intention and overqualified employees are less likely to remain with the organization for a long time. Actual turnover and employee's perception of overqualification were positively related to each other (Erdogan *et al*., 2020). Li *et al*., 2020, examine the effect of perceived overqualification on primary health care physicians' turnover intention, with 1456 samples of physicians taken from different primary medical institutions. They found a positive relationship between perceived overqualification of primary health care physicians and their turnover intention behavior. Thus, a high level of perceived overqualification is the main factor of a higher rate of turnover.

Overqualification is associated with low job satisfaction, low organizational commitment, and high turnover intention as well as other negative behavior such as absenteeism, emotional exhaustion, depression, and tardiness (Thompson *et al.*, 2012). When employees are not satisfied with their current job then they started to find an alternate job elsewhere, leading to the high turnover intention behavior (Tett and Meyer, 1993). From the organization's point of view, job dissatisfaction of overqualified employees leads to higher turnover intention, which may convert into an actual turnover, and after turnover, new recruitment is needed that may imply a higher cost for training and employee selection in the company. A research study of 283 recent college graduates conducted by Feldman and Turnley, 1995 and found that overqualification is positively related to job hunting intention and behavior. Similarly, Maynard *et al*., 2006, also found a positive association between perceived overqualification and turnover intention. Maynard *et al*., 2006 argue that *"It is reasonable to hypothesize that individuals in employment situations which they perceive to be insufficient may have to leave this situation"* (p.526).

Job Crafting

The concept of job crafting was first discussed by Kulik, Oldham, and Hackman in 1987. Kulik *et al*., 1987 suggested that employees may alter their job design by themselves with or without the involvement of management and supervisor. But the idea with the term 'job crafting' and definition proposed by Wzesniewski and Dutton, 2001. Wrzesniewski and Dutton (2001) first introduce the term Job Crafting to the literature, describing it as an employee's self-initiated and proactive type of behavior whereby they redesign or re-create their job within the context of defined jobs. Job crafting includes changes in the job task and responsibilities within the boundaries of the job instead of altering the whole job (Berg *et al.,* 2008). In job crafting, proactive and voluntary efforts are taken to alter their job-related task. In other words, it is a bottom-up approach in which employees craft their job without the official involvement of their organization.

Wrzesniewski and Dutton, (2001, p.179) defined job crafting as, "*the physical and cognitive changes individuals make in the task or relational boundaries of their work"*. Based on this conceptualization, job crafting is divided into three dimensions, namely, task crafting, relational crafting, and cognitive crafting. According to task crafting, an employee can alter the number of current job tasks, scope, and nature, on the other hand, relational crafting relates with improvement in quality and effectiveness of interpersonal relationships at work, and cognitive crafting refers to activities that involve reinterpreting,

bestowing meaning, and redefining one's job, so as to result in perceptions of higher value. Alteration of the whole job is not obligatory in job crafting, either employee can change specific characteristics of job tasks or can expand their job responsibilities (Dumani, 2015).

Tims *et al*., (2012) defined job crafting on the basis of the job demand-resources model given by Demerouti *et al*., 2001, as, *"changes that employees may make to balance their job demands and job resources with their personal abilities and needs"* (p.2). Tims *et al*., (2012) proposed the new conceptualization of job crafting which differs from the conceptualization given by Wrzesniewski and Dutton, (2001). According to this conceptualization job crafting has four dimensions, namely, Increasing structural job resources (For example, developing additional skills), increasing social job resources (for example, seeking performance feedback or seeking knowledge from supervisors), increasing challenging job demands (for example, introducing difficult goals, seeking mastery opportunities), and decreasing hindering job demands (for example, avoiding confrontational relationship at work). In this conceptualization, work behavior expands with increasing structural job resources, increasing social job resources, and increasing challenging job demands and is viewed as expanding work behaviors whereas decreasing hindering job demands known as restricting work behavior (Tims *et al*., 2012). Proactive work behavior of employees to craft their job task can result in improved self-efficacy, self-image, and identification with the job.

Moreover, the literature on job crafting suggests that through actively customizing their work in a bottom-up manner instead of the classical top-down perspective of job design, overqualified employees may find an alternative way to utilize their excess knowledge, skills, and abilities (Tims *et al*., 2010; Wrzesniewski and Dutton, 2001). Job crafting could minimize the negative effect of perceived overqualification on job satisfaction and turnover intention. Past researchers revealed that job dissatisfaction and turnover intention can be minimized if employees who feel overqualified are engaged in job crafting. Debus *et al*., 2019 explained that *"job crafting also constitutes a way by which overqualified individuals may reduce a possible interference with their needs and desires, while at the same time increasing the possibility of using their excess abilities in alternative ways"*. Wrzesniewski and Dutton (2001) examine that employees modify their jobs by engaging in job crafting to derive to make their work more meaningful and higher work identity.

According to Sikora *et al*., (2016) overqualified employees have the potential to take extra-role activities because they have unused skills and job crafting is a good instrument for utilization of these

skills to achieve personal and organizational goals without hindering their in-role performance. Job crafting promotes meaningfulness at work (Menachery *et al*.,2018), increases the engagement of employees (Van wingerden *et al*., 2017; Zahoor, 2018) with lessens a person's job misfit (Wrzesniewski *et al.*, 2010). Engaging in job crafting overqualified employees recreate their job that better fit with their needs and expectations. Hence, a potential intervention effect (suggesting a positive relationship between job satisfaction and turnover intention) should be inhibited at higher levels of job crafting. Thus, we propose that job crafting constitutes a valuable proactive strategy by which overqualified employees can better utilize their abilities and better deal with their work situation, and can minimize the imbalance between job demands and job resources (Woo, 2020). If job crafting successfully implemented and overqualified employees engage in job crafting at a higher level, then it may result in increased job satisfaction and decreased turnover intention behavior.

4. RESEARCH GAP

Most of the studies investigate only perceived overqualification and its association with outcomes (for example job satisfaction, performance, turnover intention, organizational commitments, voluntary turnover, etc.). The relationship of objective overqualification and outcome (job satisfaction, performance, turnover intention, voluntary turnover, etc.) and the role of perceived overqualification between objective overqualification and outcome have been rarely tested. Harari *et al.*, 2017 conducted a meta-analysis including 61 studies on overqualification in which only 5 studies measured objective overqualification. To the best of our knowledge, no previous research has explicitly tested the relationship between objective overqualification, perceived overqualification, and outcome (job satisfaction and turnover intention) while job crafting impacting these relationships. Although, a few researchers argue that perceived and objective overqualification are two distinct construct rather than alternative operationalizations with a different set of outcomes (job satisfaction and turnover intention).

However, there is some evidence on the relationship between perceived overqualification and outcome (job satisfaction and turnover intention) in the Indian Context but not found a single research (as per my knowledge) that study the objective and perceived overqualification relationship with job satisfaction and turnover intention in presence of job crafting in between these relationships. Hence, there is a lack of clarity on the association between objective overqualification, perceived overqualification and their role in predicting job satisfaction and turnover intention of employees, and the effect of job crafting on job satisfaction and turnover intention of overqualified employees. So, in

order to fill this gap, we study the relationship between objective overqualification, perceived overqualification, job satisfaction, turnover intention, and job crafting. Thus, this research is relatively a unique approach to the study of the relationship between overqualification, job satisfaction, turnover intention, and job crafting.

Problem Statement

Overqualification at the workplace is increasing day by day. The skills and abilities of overqualified employees are not fully utilized at their job. Underutilization of their abilities and inadequate employment situation affect their job satisfaction at the workplace. Higher perception of overqualification is a cause of lower job satisfaction and higher turnover intention. Objective and perceived overqualification are two distant constructs that may affect differently to job satisfaction and turnover intention. Job crafting is a proactive behavior that can increase the engagement of overqualified employees at work. In the proposed research study, efforts will be made to explore the effect of overqualification (objective and perceived overqualification) on job satisfaction and turnover intention, and also the role of job crafting on job satisfaction and turnover intention of overqualified employees.

5. SCOPE AND RELEVANCE OF THE STUDY

Overqualification is an inadequate situation of employment where the experience, knowledge, skills, and abilities of employees are not fully utilized. Previous researches have shown that overqualification prevail globally and it has negative consequences on employee's job satisfaction and turnover behavior. Job dissatisfaction affects the employee's performance that negatively affect the organization's performance and competitive advantage. So it is important to understand the behavior of overqualified employees in respect of job satisfaction and turnover intention and also to find the way which can enhance the involvement of overqualified employees in their work. Hence, overqualification (objective and perceived overqualification), job satisfaction and turnover intention, and the role of job crafting in the relationship between overqualification (objective and perceived overqualification) and outcome (job satisfaction and turnover intention) can be taken as research study. The findings of the study will be very useful for the Human Resource Academicians for further research related to objective and perceived overqualification and; Human Resource Managers to formulate policies or identifies the factors that enhance the engagement of overqualified employees and to minimize the negative consequences of overqualification at the workplace.

6. OBJECTIVES OF THE STUDY

The main aim of the research is to study the relationship of objective and perceived overqualification with employee's job satisfaction and turnover intention. In addition to identifies the effect of job crafting on the association between overqualification, job satisfaction, and turnover intention.

1) To study the relationship between dimensions of overqualification i.e. objective overqualification and perceived overqualification.

2) To identify the effect of overqualification on employee job satisfaction.

3) To identify the effect of overqualification on employee turnover intention.

4) To check the effect of job crafting in the relationship between overqualification and job satisfaction.

5) To check the effect of job crafting in the relationship between overqualification and turnover intention.

Hypothesis of the Study

H1: Objective overqualification is positively related to perceived overqualification.

H2: Objective overqualification is negatively related to job satisfaction

H3: Perceived overqualification is negatively related to job satisfaction

H4: Objective overqualification is positively related to turnover intention.

H5: Perceived overqualification is positively related to turnover intention.

7. RESEARCH METHODOLOGY

Research Design

The design of the proposed research work will be exploratory cum descriptive in nature. The focus of this study will be to explore the effect of overqualification on job satisfaction and turnover intentions.

7.1 Sampling Plan and Procedure

Sampling Unit and Area

In accordance with the objectives of the proposed research study, employees of the service sector will be taken as the sample. The sample would be drawn from the India.

Sampling Technique

Simple random sampling and convenience sampling techniques will be used to collect first-hand information.

Sampling Size

The tentative sample size of the study is proposed to 400 and it can be increased or decreased according to the requirement of the study.

7.2 Instruments for Data Collection

In the proposed research study, both primary and secondary data will be used as per the requirement of the study. Primary data will be collected through the questionnaire and scales. The secondary data will be collected from various published sources like research papers, conference proceedings, reports, journals, and the internet which will provide the base for this research. Previously used constructs will be adopted in this research because of their reliability, validity, and generalizability in the previous researches. Following scales may be used for collecting primary data:

Objective overqualification

Verhaest and Omey (2006), give the four methods for measuring the objective overqualification, which are the Direct self-report method, Indirect self-assessment method, job analysis method, and Realized match method. Objective measures of job characteristics of participants can be collected through Occupational Information Network (O*NET)'S Standard Occupational Classification (SOC) taxonomy. O*NET is sponsored by the U.S. Department of Labor and it is a continually updated database of job characteristics and worker attitudes (National Center for O*NET Development, 2015). The method and scale for measuring the objective overqualification is yet to be decided.

Perceived overqualification

There are many scales to measure perceived overqualification such as SPOQ (Scale of Perceived Overqualification) by Maynard et al., in 2006, PCOQ (Perceived Cognitive Overqualification) scale by Fine and Nevo, 2008, Johnson and Johnson, in 1996 having ten items and many more. The scale to be used for measuring perceived overqualification is yet to be decided.

Job crafting

11 item scale developed by Wrzesniewski and Dutton, in 2001, job crafting scale by Times *et al*., 2012, and Job Crafting Questionnaire (JCQ) developed by Slemp and Vell-Brodrick in 2014 are mostly used of Job crafting. Scale for measuring job crafting is yet to be decided as per the requirement of the study.

Job satisfaction

There are many scales that can be used to measure the job satisfaction of overqualified employees. Michigan Organizational Assessment Questionnaire developed by Cammann *et al*., in 1983 (Sample item – All in all, I am satisfied with my job), Job Descriptive Index by Smith *et al.*, in 1969, Hoppock Job Satisfaction Blank by Hoppock in 1935, Minnesota Satisfaction Questionnaire by Lofquist in 1969, a three-item scale by Takeuchi *et al*. in 2009, five items scale by Judge *et al*., in 1998, etc are some commonly used scale for measuring job satisfaction. The scale to be used for measuring job satisfaction is yet to be decided.

Turnover intention

Turnover Intention Scale (TIS-6) developed by Michael and Spector, which includes 6 items, two-item scale by Adams and Beehr, in 1998 which were modified from Rosin and Korabik (1991) items, Michigan Organizational Assessment Questionnaire by Cammann *et al*., 1979 are some scales that can be used in measuring turnover intention. The turnover intention scale for this research is yet to be decided.

Statistical Tool

While reviving literature mostly research used descriptive statistical tools such as mean, frequency distribution, and advanced tools like correlation, regression, CFA, SEM, etc. To analyze the collected data descriptive statistics and relevant statistical tools will be applied as per the data availability and requirement of the study.

8. TENTATIVE CHAPTER SCHEME

Chapter 1: Introduction

This chapter will deal with the concept of overqualification and its dimensions i.e., objective overqualification and perceived overqualification, employee's job satisfaction, and turnover intention.

Chapter 2: Literature Review

In this chapter, literature related to overqualification (objective and perceived overqualification), job satisfaction, turnover intention, and job crafting will be reviewed to support the present study. With the help of this review, the research gap will be highlighted between the variables taken for the proposed research study.

Chapter 3: Research Methodology

This chapter will include the research process to be followed to achieve the objectives of the study. The chapter will also contain information on data collection tools and techniques, statistical tools to be used for analysis and interpretation of data.

Chapter 4: Analysis and Interpretation of Data

In the fourth chapter of this study, analysis and interpretation of collected data will be included to achieve the objectives of the study.

Chapter 5: Finding, Suggestions, and Conclusion of Study

This chapter will include the major finding of the study, conclusions, and suggestions. It will also provide some recommendations based on research findings, which is the goal of this research proposal. Limitations of the study and future research directions will be presented in this chapter.

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